

# CENTER ROUTING SLIP

Approved For Release 2003/12/22 : CIA-RDP78B05703A000500020006-3

TO		INITIALS	DATE	REMARKS
DIRECTOR	3	Qd	7/28	
DEP. DIRECTOR	2	Qd	7-28	
EXEC/DIRECTOR				
SPECIAL ASST	1	scm	7/28	
ASST TO DIR	4	TAC	7/29	
HISTORIAN	5			
CH/PPBS				
DEP CH/PPBS				
EXO/PPBS				
CH/SS				
DEP CH/SS				
SC & P				
RECORDS MGT				
PERSONNEL				
LOGISTICS				
TRAINING				
SECURITY				
FINANCE				
CH/IEG				
DEP CH/IEG				
EXO/IEG				
CH/PSG				
DEP CH/PSG				
EXO/PSG				
CH/TSG				
DEP CH/TSG				
EXO/TSG				
DIR/IAS/DDI				
CH/DIAXX-4				
CH/DIAAP-9				
CH/SPAD				

28 July

Declass Review by  
NIMA/DOD

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NPIC/D-234/70  
28 JUL 1970

MEMORANDUM FOR: DDI Planning Officer

SUBJECT : Proposed Increased Average Grade for FY 1972

1. This memorandum provides the basis for our proposal to raise the Center's average grade in FY 1972. We believe that an average grade of about 9.800 would allow us to move toward establishment of a stabilized base of trained and experienced personnel in the wide range of professional skills needed by NPIC.

2. A review of the Center's average grade over the past five years shows a steady increase from a low of 9.364 in FY 1966 to the FY 1971 level of 9.685. While this upward trend does indicate a fair amount of favorable attention to the Center's needs, it should be pointed out that a high proportion of the increase over these years is attributable to the transfer of some 30 lower graded positions to the Printing Schedule, and the deletion of a number of other positions, usually in the lower grades, to effect directed reductions in authorized strength. Additionally, an increase in authorized strength in FY 1971 accounted for a large part of the grade increase with the approval of some 30 new professional positions, mostly in grades GS-09 and above. Thus, the grade point increase has been only marginal in its effect on the bulk of the Center's personnel.

3. In our planning for the future we are endeavoring to hold our personnel strength to its present level. We believe that the authorized complement of [ ] will be adequate to meet our needs, at least in numbers, over the next few years. I am concerned, however, that we may be placing too much emphasis on quantity of personnel to meet the exploitation needs of the future, rather than improved quality of personnel. With a view toward shifting the emphasis toward quality, I have already proposed additional funds in the training area in the hope that we can raise the educational and skill levels of our personnel. Supplementary to the anticipated effect of this shift is the hope that we can offer sufficient remuneration for and recognition of professional skills by raising more positions from the apprentice or entry level to the recognized journeyman level, by upgrading supervisory positions to the appropriate grade, and by providing for highly skilled technical specialists at higher grade levels. If these proposals are favorably considered we look to a higher retention rate among skilled professionals and the availability of a highly skilled work force, perhaps fewer in numbers as we tighten up our organization and adopt more efficient operational procedures.

GROUP 1  
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4. For FY 1972 we propose the following:

a. Addition of seven professional positions in the Applied Photo Sciences Division of the Technical Support Group to augment the initial phase handling and post-flight analysis activities of the "Tiger Team." The journeyman level for the Photo Technologists is GS-12. We propose four GS-11 and three GS-09.

b. Upgrading the following professional positions to the journeyman level recognized by Position Management and Compensation Division, OP. This is a continuation of the program initiated in FY 1971.

(1) Photointerpreters - Journeyman grade is GS-12. About 53% of the PI positions are currently at journeyman grade level or above. Excluding the PI supervisory positions in grades GS-13 to GS-15, only about 42% of the working PI positions are at journeyman level. Ideally, about 60-70% of the PI working force should be experienced PI's graded at the journeyman level or above, leaving only about 20 positions at the apprentice level to provide for newly hired personnel. We believe that it is reasonable to plan toward reaching this goal over the next few years. For FY 1972, however, we propose upgradings providing 11 more GS-11 and 4 more GS-12 positions, with about 60-70% of our working PI force at GS-11 and above, deferring the balance of the upgrading to GS-12 for subsequent years. These increases would give us some flexibility in carrying out our plan to reduce the number of so-called "collateral research analysts" and in developing the better-qualified, all-around imagery-analyst concept.

(2) Photogrammetrists - Journeyman grade is GS-11 for photogrammetrists in mensuration and GS-12 for photogrammetric analysts. In FY 1970, we accommodated some upgradings in the Photogrammetry Division, IEG, by changing a few positions from photogrammetrists to photogrammetric technicians, a lesser skill category at a lower grade level to perform routine mensuration.

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In the photogrammetric analyst category (in Photogrammetry Division, IEG, and Applied Photo Science and Research and Engineering Divisions, TSG) about half are at journeyman level or above. Upgrading of three positions in IEG and three positions in TSG from GS-11 to GS-12 would provide for about 70% at journeyman level or above, leaving eight positions at the GS-09-GS-11 level, a sufficient number to meet attrition/recruitment needs.

(3) Phototechnologists - Journeyman grade is GS-12 for positions in the Applied Photo Science Division, TSG, for image evaluation, and GS-12 for positions in the Research and Engineering Division for R&D specialists. In this area of relatively little attrition our T/O still has five positions in the image evaluation category and four positions in the R&D category below the journeyman level. Each of our trained and experienced phototechnologists represents a sizeable investment of time and money over a number of years. Although retention of these skilled technicians has not been a particular problem in the past, we foresee some difficulty in the future as opportunities for advancement in NPIC dwindle. We propose no upgrading in the R&D category for FY 72. In the image evaluation category, however, with the introduction of seven new positions at the GS-09-GS-11 level only about 50% would be at journeyman level of GS-12 and above. Excluding the supervisors at GS-13 and above, only 25% would be at journeyman level. We believe that two or three positions in the apprentice grades will be sufficient after FY 73. For FY 72 we propose upgrading five positions to the GS-12 journeyman level, leaving the seven new positions at the GS-09-GS-11 level.

(4) Mathematicians - Journeyman grade is GS-12. About 38% of the mathematician positions are at the journeyman level or above; excluding supervisors, only 20% are GS-12, the remainder being in the GS-09-GS-11 apprentice grades. We have experienced a high rate of attrition in this category of personnel. We do not expect complete success in alleviating the high attrition among mathematicians, but we do feel

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that a higher proportion of the positions at the journeyman level may provide some measure of additional job attractiveness to encourage mathematicians to remain. We propose, therefore, to upgrade seven positions to GS-12, providing for 55% at the journeyman level and the remainder (nine positions) at the GS-09-GS-11 level.

(5) Programmers - Journeyman grade is GS-11. Again in this category about 38% are at the journeyman grade level of GS-11 with the remainder in the apprentice GS-07-GS-09 grades. Like the mathematicians, this is also a category of high attrition. We believe that a mix of about 70% journeyman and 30% apprentice would provide a more reasonable incentive to retain these critical specialists in whom considerable training time and effort is invested. We propose upgrading four positions to the journeyman level, leaving four positions at the GS-07-GS-09 level.

(6) Computer Operators - Journeyman grade is GS-09. About 56% of the computer operator positions are at journeyman level or above. Excluding supervisors, only 41% of the operators are at GS-09. Although this is also a high attrition category of personnel, we believe that the mix of 50% journeyman and 50% apprentice is appropriate. We propose upgrading of two operators to the GS-09 level.

c. Upgrading of positions to provide supervisors (Section Chiefs) in the appropriate grade.

(1) With the FY 1971 increase of 27 CIA PI positions and the anticipated increase of some 27 PI positions from DIA, IEG requires five additional Section Chiefs at the GS-13 level for efficient management and control of the additional personnel. For FY 1972, however, we propose upgrading only two GS-12 to GS-13 to provide additional Section Chiefs for the Scientific Division and the Western Geographic Division, deferring the other three positions until FY 1973 in favor of raising more PI positions to the GS-11/GS-12 level.

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(2) In the Photogrammetry Division, IEG, the Branch Chiefs are GS-14, while the Section Chiefs in two sections are GS-12. We believe that upgrading these Section Chief positions is appropriate. We propose to use one existing GS-13 position for one section and to upgrade one GS-12 to GS-13 for the other section.

(3) With the increase of seven new phototechnologist positions in the Applied Photo Science Division, TSG, an additional Section Chief will be required for "Tiger Team" activities. We propose upgrading one GS-12 to GS-13.

d. Upgrading several positions in the Automated Information Division (in addition to the Mathematicians, Programmers, and Computer Operators proposed for upgrading to journeyman level as discussed in paragraph 3b). In our planning for the next few years we are attempting to move from a high degree of reliance upon contractual assistance to the establishment of a worthy in-house capability in AID. We see the need for special non-supervisory technical expertise at the GS-14 level to provide the kind of guidance and direction necessary in the computer field today with its continuing advancement in technology and application, improvement of on-going systems, and development of new generations of equipment and software. Although we believe that GS-13 is the proper grade, for FY 72, we propose to apply two GS-13 and two GS-14 positions in implementing the Technical Advisor/Senior Analyst concept for the division and three technical branches, deferring the upgrading of the two GS-13 positions to subsequent years. As an initial step toward improvement in AID, we propose upgrading two GS-11 Programmer positions to GS-12 Computer Specialist and Computer Systems Analyst, higher skill categories.

e. Upgrading several positions in the Support Staff to provide proper organizational structure and increased assurance that support personnel assigned to NPIC will have the degree of experience and ability to meet our needs in these support functions.

(1) Upgrade Deputy Chief of Personnel, Logistics, Security and Training Branches from GS-12 to GS-13, Deputy Chief of Finance Branch from GS-09 (Finance Officer) to GS-11 (Deputy Chief), and a Personnel Officer from GS-11 to GS-12.

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REF ID: A54710

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(2) Upgrade the Contract Administrator in the Office of the Chief, from GS-09 to GS-12. This position was evaluated several years ago; since its responsibilities were considered to be at the GS-12 level, the position was carried as a GS-09/12.

f. Upgrading of several technical specialist positions in the Technical Services Group.

(1) Physical Scientists - We have a total of eight Physical Scientists in the Advanced Technology Branch of the Research and Engineering Division - one GS-14, four GS-13, one GS-12, one GS-11 and one GS-09. Although a journeyman grade level has not been recognized for this highly technical skill category of personnel, we believe that it is equal to the Phototechnologist in technical expertise required in imagery exploitation research and development activities. As an initial step, we propose for FY 1972 upgrading the GS-09 to GS-11 and the GS-11 to GS-12.

(2) Electro-Optical Engineer and Optical Specialist - . For FY 1971, we initially proposed adding these two positions at the GS-13 grade level. Because of average grade constraints they were added at the GS-12 level. As we look forward to FY 1972 and beyond, the need to plan for the introduction of electro-optical imagery becomes more apparent. These two positions represent a modest endeavor to provide the expertise necessary in EOI exploitation planning. We believe that the GS-13 grade level is more reasonable and propose upgrading these two positions to GS-13.

5. In summary, we propose entering the seven newly authorized photo technologist positions at the GS-09/GS-11 grade level (71 grade points), and upgrading 64 positions, of which 47 are in personnel categories for which a journeyman grade has been recognized (83 points), four are Section Chief positions (4 points), six are technical specialists (7 points), and seven are in the support services (10 points). Adding the total of 175 grade points to our FY 1972 T/O of 970 (935 GS positions) would place the average grade at 9.800, an increase of .115 over the 9.685 approved for FY 1971.

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6. In submitting this proposal to raise the Center's average grade, I have considered that it may be an untimely recommendation in these days of personnel curtailments and budgetary restrictions. As I look toward the FY 1972 period and beyond, however, I am concerned with strengthening the degree of competence, experience, and technical expertise required to do the job. It is my hope that we can begin to pare away some of the less productive positions in routine functional areas and apply such savings to enhancing the productivity of the remaining positions.



Executive Director  
National Photographic Interpretation Center

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IEG - 190/70  
15 June 1970

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MEMORANDUM FOR: Executive Director, NPIC

SUBJECT : IEG's Status in Coming up to Strength as Authorized  
in FY-71 Table of Organization

1. Following is a table showing the status of on-board personnel and prospective employees in-process in relation to the authorized table of organization for FY-71:

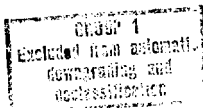
	PI		NON-PI		TOTAL	
	<u>CIA</u>	<u>DIA</u>	<u>CIA</u>	<u>DIA</u>	<u>CIA</u>	<u>DIA</u>
Authorized T/O FY-71* <sup>1</sup>	143	143	178	4	321	147
On-Board	134	108	185	4	319	112
In-Process	21	6	41* <sup>2</sup>	-	62	6

\*<sup>1</sup> DIA approval of the FY-71 T/O has not been received to date.

\*<sup>2</sup> 16 of these are in-process against positions in PHD; of the remaining 25, more than half have not yet been interviewed and therefore may be only temporarily assigned to a non-PI slot.

2. That portion of IEG which is made up of CIA personnel is in a good position to fairly quickly come up to the full strength called for in the FY-71 table of organization. This could occur within 60 to 90 days after the beginning of FY-71 and should certainly be accomplished by the beginning of calendar 1971. This prognosis is based on the fact that during calendar 1969, slightly more than half of those applicants put in-process eventually entered on duty while the attrition rate was only slightly over 10 per cent. This general trend has continued into the first half of calendar 1970 with 26 new employees entering on duty and only 14 leaving. Should this trend continue, it may be necessary to cut down on the number of prospective employees put in-process, otherwise we will be overrecruiting for the number of slots available.

3. DIA, on the other hand, must await final authorization from their own higher authorities before beginning to put people in process for the additional slots called for in the FY-71 table of organization. DIA is currently up to strength in positions calling for civilian personnel; the



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15 June 1970

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FY-71 Table of Organization

new slots authorized in the FY-71 table of organization are planned to be filled by a mixture of military officer and civilian personnel. It is estimated that after final authorization, it will be 90 days or more before new personnel begin to enter on duty to fill these slots.



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Chief, Imagery Exploitation Group  
NPIC

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